



WasteWise 2006

Annual Report



PARTNERING FOR SUCCESS
AND SUSTAINABILITY



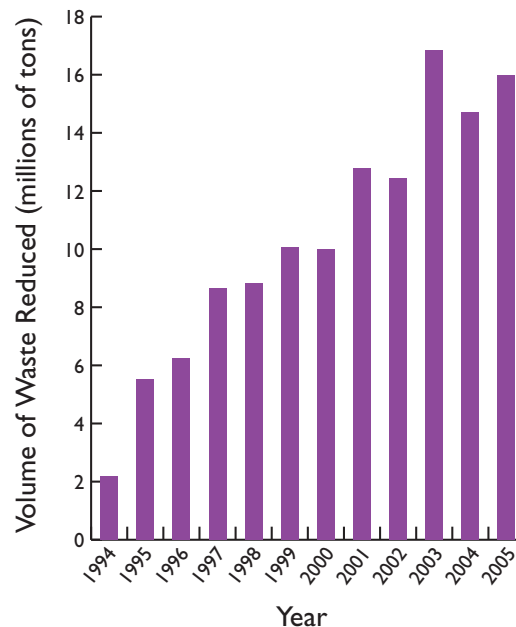
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Expanding WasteWise's Reach

Since its inception in 1994, WasteWise partners have reported more than 120 million tons of waste eliminated. In 2005, WasteWise partners increased the amount of waste reused, donated, and recycled in several areas. For example, WasteWise partners reused and donated more than 500 tons of high-density polyethylene (HDPE) and more than 5,000 tons of low-density polyethylene (LDPE) compared to approximately 405 tons and 1,200 tons, respectively, in 2004. The amount of food waste eliminated more than doubled, increasing from nearly 28,500 tons in 2004 to more than 63,500 tons in 2005. In addition, the number of personal computers WasteWise partners recycled saw a more than two-fold increase, from 1,850 tons in 2004 to approximately 4,000 tons in 2005.



WasteWise partners reported nearly 16 million tons of waste eliminated in 2005 alone. As a result of their activities, WasteWise partners have significantly reduced their impact on global climate change by decreasing greenhouse gas (GHG) emissions by greater than 7.3 million metric tons of carbon equivalent.¹ That's equivalent to taking approximately 5.8 million automobiles off the road for one year.

REDUCING COMMERCIAL AND INDUSTRIAL WASTE THROUGH COLLABORATION

WasteWise looks beyond traditional waste streams to increase the amount of waste reused, donated, and recycled in the United States. As the success of the WasteWise program continues to grow, EPA hopes to take advantage of the program's achievements and expand the reach of WasteWise to include many new partners, prompting future waste reduction. Some of these efforts, including how WasteWise collaborates with other programs to achieve waste reduction success are detailed in the next few pages.

¹ This figure represents the amount of carbon equivalent reduced as estimated by EPA's WASTE Reduction Model (WARM) based on annualized data reported by WasteWise partners in 2005. By publishing this statistic, EPA is not implying that all waste reduction and associated GHG reductions are directly attributable to the WasteWise program.



Containers and Packaging

Containers and packaging make up the largest portion of waste generated in the United States—about 75 million tons annually. Reducing and recycling packaging materials poses many challenges to business and industry. EPA efforts are helping to increase the recyclability of packaging, as well as decrease the excess use of product packaging.

EPA is collaborating with the Sustainable Packaging Coalition—an industry working group inspired by cradle-to-cradle principles and dedicated to creating a more robust environmental vision for packaging—to develop sustainable package design criteria and a material assessment tool. Through this partnership, EPA hopes to educate industry decision-makers and equip them with the tools necessary to make informed design choices, with the goal of creating a fully sustainable packaging system.

Many WasteWise partners also have committed to reducing and recycling packaging materials. In 2005, WasteWise partners reused, donated, or recycled nearly 1.3 million tons of cardboard containers—equivalent to removing approximately 1 million automobiles from the road for one year.

Food Scraps

Americans dispose of more than 25 million tons of food scraps annually. College campuses, in particular, generate significant amount of food scraps. On average, more than one-third of a pound of food ends up in the garbage during every meal served at colleges and universities.

Partnering with WasteWise, RecycleMania—an intercollegiate competition encouraging students and staff to participate in waste reduction activities during a 10-week period—added organic waste from food service to its program in 2006. This move helped bring attention to the importance of reducing food scraps and increased the amount collected on campuses nationwide.

Nearly 100 colleges and universities competed in 2006, reporting more than 9,000 tons of waste recycled, including more than 750 tons of food scraps from 17 colleges and universities participating in the food service organics competition.

Many RecycleMania participants are also WasteWise partners and have shown a commitment to reducing food service organics on campus. In 2005, collegiate WasteWise partners reused and recycled nearly 4,000 tons of food scraps. Many colleges and universities owe their success to “thinking outside the box,” using



methods other than traditional composting, such as vermicomposting—adding food scraps to bins full of worms—and reusing food scraps for animal feedstock by sending the scraps to a piggery.

Coal Ash

In the past, power plants disposed of coal ash—a waste product of coal combustion in coal fired power plants operating processes—in landfills, but recently there has been a surge of reuse and recycling initiatives. WasteWise partners are a key part of the movement to divert coal ash from landfills. Many WasteWise partners are also partners in EPA's Coal Combustion Products Partnership (C2P2) Program.

Coal ash can be in the form of fly ash, bottom ash, boiler slag, and flue gas desulfurization (FGD) material. Because of its size, shape, and chemical properties, fly ash is useful in cement and concrete applications. Fly ash can also be used as fill material for structural applications and embankments, in soil modification and/or stabilization, as a component of flowable fill, component in road bases, sub-bases, and pavement, and as mineral filler in asphalt. From 2004 to 2005, WasteWise partners reported an increase of more than 1.5 billion pounds in the amount of fly ash recycled, from nearly 3 billion pounds in 2004 to nearly 4.5 billion pounds in 2005. Thirteen WasteWise partners, mostly utilities or facilities with utilities on site, reported recycling more than 4 billion pounds of fly ash for cement applications in 2005.

Priority Chemicals

The analogous waste reduction goals of WasteWise and EPA's National Partnership for Environmental Priorities (NPEP) make the two programs fitting conference partners and cooperators in the national effort to conserve natural resources through materials management and energy recovery. The two programs began holding a joint conference in 2005.

As voluntary partnership programs, both WasteWise and NPEP provide organizations with recognition for their waste reduction efforts as incentives for participation. WasteWise and NPEP provide options for businesses to choose where they want to focus their waste reduction efforts. Just as WasteWise supports organizations' municipal solid waste reduction activities, NPEP works with organizations and the public to reduce the use and release of 31 priority chemicals. Many WasteWise partners also manage hazardous materials and can benefit from the technical assistance and resources that NPEP provides. Through the efforts of WasteWise and NPEP, organizations have the resources they need and great incentives to reduce a wide range of waste materials.





REDUCING RESIDENTIAL MUNICIPAL SOLID WASTE

WasteWise listens to what partners and others want and is always looking to try something new. At its annual conference this fall, WasteWise announced the development of a new campaign, WASTEWISE COMMUNITIES. Through WASTEWISE COMMUNITIES, local governments will have the opportunity to join WasteWise with a focus on reducing residential municipal solid waste and to gain recognition for such efforts through annual awards.

In addition to the practical and economic benefits, waste reduction activities, such as waste prevention and recycling, help communities conserve resources and mitigate global climate change. Every stage of a product's life cycle uses natural resources and consumes energy, and each stage results in the release of GHG emissions. WASTEWISE COMMUNITIES reflects WasteWise's emphasis on the link between global climate change and waste. The program will help partners understand how to decrease their climate footprint by providing tools and resources to communities seeking economically viable solutions to reduce waste and limit GHG emissions.

WASTEWISE COMMUNITIES will offer benefits and resources similar to those of the main WasteWise program but with a specific focus on residential waste reduction to help support local governments. Such resources include: access to information specialists via the WasteWise Helpline, tools to implement or expand waste reduction programs, information in the Member Services section of the WasteWise Web site, recognition opportunities through the WasteWise Annual Awards Program, networking through WASTEWISE COMMUNITIES Partner Forums, and individualized City Climate Profiles (which will contain information on communities' residential GHG emission reduction efforts).

Be one of the first to join the WASTEWISE COMMUNITIES campaign and begin reaping the rewards of residential waste reduction. EPA hopes to officially launch the campaign in spring 2007.



WasteWise 2006 Award Winners

Hall of Fame



EPA congratulates the 2006 WasteWise award winners! In particular, EPA recognizes the two 2006 Hall of Fame inductees: Constellation Energy/BGE and Guardian Automotive—Ligonier Plant. These organizations join previous Hall of Fame inductees including Anheuser-Busch Companies, Inc.; Eastman Kodak Company; General Motors; King County, Washington; Public Service Enterprise Group; South Carolina Department of Health and Environmental Control; United States Postal Service Northeast Area; and Virco Mfg. Corporation.

Constellation Energy/BGE

Constellation Energy, together with its subsidiary BGE, is one of the nation's largest wholesale power companies and America's oldest energy utility. It lights up the waste reduction scene with its reuse and recycling programs. The company has won seven WasteWise awards since joining as a charter partner in 1994.

Although Constellation faces many waste reduction challenges from materials unique to the energy industry (such as coal ash), the company has implemented many reuse and recycling solutions—helping it save more than \$30 million in new purchases and disposal costs. In 1998, Constellation installed a separator at its Brandon Shores, Maryland, power plant to separate carbon from coal ash, making it usable in specialty concrete. Along with other coal ash applications like flowable fill and blasting grit, this project allowed Constellation to recycle approximately 450,000 tons of coal ash, or greater than half of all ash the company produced in 2005. During the last 10 years, Constellation has increased its ash recycling





rate from less than 10 percent to more than 50 percent and recycled approximately 2.2 million tons of various materials.

BGE previously had to dispose of electronic reading transmitters (ERTs)—used in gas meters—as hazardous waste. In 2005, the company found a remanufacturer for the ERTs, resulting in potential savings of more than \$1 million throughout the lifespan of all ERTs now in service.

Every year BGE recycles thousands of tons of materials like metals, paper, and wood and returns remanufactured tools, meters, and electrical equipment from its equipment shops to useful service.

Guardian Automotive— Ligonier Plant



Guardian Automotive—Ligonier Plant, an automotive glass plant in Indiana, is shattering the idea that industry and the environment are at odds by integrating a comprehensive waste reduction program in its facility. Winning eight WasteWise awards in just seven years, the Ligonier Plant has demonstrated waste reduction success as both a partner and an endorser.

The Ligonier Plant is continuously searching for ways to reuse and recycle new materials. In 2005, the Ligonier Plant recycled more than 13,000 tons of waste and saved more than \$360,000. This included recycling all unused glass cullet, which is used to make glass beads for bead blasting, fiberglass, or reflective paint for highways. The Ligonier Plant's activities also have had a positive effect on operating costs, saving the small company more than \$1.3 million since becoming a partner in 1996.

Even materials traditionally overlooked for recycling have not escaped the Ligonier Plant's meticulous waste reduction efforts. Thanks to its employee education efforts and detailed tracking, the Ligonier Plant has recycled approximately 80 tons of razor blades as scrap steel since its razor blade recycling program began in 1998. The Ligonier Plant sold more than 140 tons of polyvinyl butyral (PVB) used in the laminating department and recycled more than 70 tons of scrap polyvinyl chloride (PVC).

Understanding that waste reduction can equal big savings, the Ligonier Plant became a WasteWise Endorser in 2003, and spread the WasteWise message to other Guardian plants. Including the Ligonier Plant, 10 out of 37 Guardian facilities in the United States now proudly call themselves WasteWise partners.



Partners of the Year

The Partner of the Year and Endorser of the Year Awards recognize the organization in each category with the best overall waste reduction achievements for the year.

Endorser of the Year

CITY OF CLIFTON, NEW JERSEY RECYCLING EDUCATION PROGRAM

An endorser since 2001, the City of Clifton works diligently to spread the WasteWise message, promoting it by using the WasteWise logo on letterhead and stationary, in television and newspaper advertisements, and on city billboards. Clifton also distributed more than 200 partnership registrations in 2005 during speaking engagements at schools, businesses, civic groups, health forums, and government meetings throughout the community. Clifton is also walking the talk. In 2005, the city avoided more than \$1.7 million in disposal costs through its recycling and waste prevention efforts.



Partner of the Year

COLLEGE/UNIVERSITY: EASTERN ILLINOIS UNIVERSITY

Since becoming a WasteWise member in 1997, Eastern Illinois University (EIU) has successfully implemented its comprehensive waste reduction program. In 2005, with the voluntary efforts of more than 13,500 students, faculty, and staff, EIU diverted nearly 50 percent of its waste through recycling efforts, boosting its waste reduction and recycling cost savings to \$140,000. EIU supports the university community through the reuse of furniture and office supplies. It also has a creative reuse program with its township—the school donated 615 tons of boiler ash to road supervisors in 2005 to provide better traction on snow- and ice-covered roads.



FEDERAL GOVERNMENT: U.S. POSTAL SERVICE ALABAMA DISTRICT

The U.S. Postal Service Alabama District started its recycling program in 1997, two years before becoming a WasteWise partner. Once a partner, the Alabama District developed The Paperless Society. Encouraging electronic communications, the Alabama District saved approximately 70 tons of high-grade paper in 2005. The Alabama District relies on input from its employees and created an Online Swap Shop after a postmaster noticed excess materials in its facilities such as forms, office supplies, and furniture. In 2005, this effort saved the Alabama



District more than \$40,000 on supply purchases. More than 7,600 employees contributed to diverting almost 5,500 tons during this time through the Alabama District's waste prevention and recycling efforts.

LARGE BUSINESS: AMGEN, INC.



A WasteWise partner since 1994, Amgen has maintained and expanded its waste reduction program. The growing company has overcome many obstacles with its program, including 300 percent staff growth in 12 years. In 2005, Amgen internally reallocated and reused more than \$1.7 million of lab equipment and donated unwanted lab equipment to local schools and nonprofits. Amgen also donated nearly 13 tons of computer equipment to the Ventura County School District. In addition, the company donated approximately 19 tons of leftover food to a local food bank. Amgen also demolished a lab, recycling more than 90 percent of the materials, including concrete, asphalt, metal, and wood.

LOCAL GOVERNMENT: KITSAP COUNTY, WASHINGTON



For six consecutive years, Kitsap County has won a WasteWise award. The county attributes much of its success to finding innovative ways to improve its waste reduction program. In 2005, Kitsap County piloted a junk mail and fax waste reduction program in its Public Works Department, eliminating more than 1,200 pieces of junk mail and 1,000 junk faxes. It plans to expand this program to all of its departments in 2006. Kitsap County's waste reduction efforts saved the county more than \$700,000 in avoided disposal costs in 2005. It also has a strong employee education program that includes posters, electronic newsletters, departmental coordinator workshops, and 30-minute training sessions to inform its staff on how to maximize their participation in the waste reduction program.

MIDSIZE BUSINESS: NEC ELECTRONICS AMERICA, INC.



With more than an 80 percent diversion rate in 2005, employees at NEC Electronics America's semiconductor manufacturing plant in Roseville, California, kept nearly 420 tons of waste out of the landfill, marking another successful year for this five-time award-winning company's waste reduction program. In an effort to reduce packaging waste, NEC Electronics America embarked on a packaging reduction program, reusing more than 6,000 plastic shipping boxes. In addition to preventing the disposal of nearly 5 tons of material, the company reused plastic shipping boxes that contained 100 percent recycled material, thus enabling the company to expand its recycled products purchasing program. In 2005, NEC Electronics America also established an office reuse area and implemented a green procurement program. The company keeps its employees up to date about its waste reduction program and achievements by posting monthly reports on the company's intranet site.

SCHOOL/SCHOOL DISTRICT: LOS ANGELES UNIFIED SCHOOL DISTRICT-OFFICE OF ENVIRONMENTAL HEALTH AND SAFETY



With nearly 1 million students and 80,000 employees, the Los Angeles Unified School District's (LAUSD's) accomplishment of diverting more than 50 percent of its waste from landfills is no small feat. LAUSD's success can be attributed to its strong waste prevention program, targeting nontraditional materials for reuse and donation. School bus tires are recapped by adding three inches of rubber to the tires, extending their life and preventing approximately 100 tons of waste. LAUSD also practices an Offer Versus Serve program in school cafeterias to reduce the amount of food wasted, helping it avoid \$600,000 in food disposal costs in 2005. To help increase paper recycling, LAUSD provided deskside mixed paper collection bins adorned with the WasteWise logo to 220 schools. Through its waste reduction activities, LAUSD saved more than \$3 million throughout the year.

SMALL BUSINESS: THE SEYDEL COMPANIES

The Seydel Companies, a textile chemical manufacturer and marketer, has incorporated WasteWise into its manufacturing activities. In 2005, Seydel increased the amount of recycled-content materials in its products to 30 percent, while increasing the volume of recycled raw PET purchased for manufacturing by 60 percent. Seydel incorporates a glycol distillate, previously sent to other companies for reuse, into a new product sold by the company. Seydel also refined nearly 3,900 tons of fats and oils into usable finished products. In 2005, Seydel's waste reduction measures generated more than \$518,000 in revenue.



STATE GOVERNMENT: TDEC/OEA STATE EMPLOYEE RECYCLING PROGRAM "SERP"



A winner of the WasteWise Partner of the Year Award the past four years, the Tennessee Department of Environment and Conservation (TDEC) Office of Environmental Assistance (OEA) State Employee Recycling Program (SERP) continues to expand its waste prevention and recycling program, with nearly 50,000 employees now participating. In 2005, SERP added eight locations to the more than 50 buildings already taking part in the program. SERP understands that preventing waste before it is generated is essential to a waste reduction program, so it uses its state employees' Web site to provide tips on waste prevention practices. In 2005, SERP's waste reduction program saved nearly \$40,000 in avoided disposal costs and received more than \$25,000 in recycling revenue. Collecting more than 2 tons of waste, SERP's Green Cubicle program sets aside office space for the collection of non-traditional items, such as clothing, coat hangers, eyeglasses, bottle ring holders, and greeting cards for reuse, donation, and recycling.

TRIBAL GOVERNMENT: CONFEDERATED TRIBES OF THE UMATILLA INDIAN RESERVATION-TRIBAL TRANSFER STATION



The Confederated Tribes of the Umatilla Indian Reservation expanded its recycling program in 2005 by adding a recycling recovery center, eliminating the need to haul recyclables to neighboring cities. Donation and reuse are not only central to Umatilla's waste reduction program, but also help the local community. Its materials exchange center serves as a distribution center for donated items such as silverware, furniture, and tires. Umatilla also reused more than 1 ton of carpet by distributing it to the community. In addition to purchasing office supplies in bulk, Umatilla increased the amount of recycled content in the paper it purchased from 25 percent to 50 percent and in tissue products from 50 percent to 75 percent.

VERY LARGE BUSINESS: VERIZON COMMUNICATIONS INC.



With more than 200,000 employees and millions of customers, Verizon is a telecommunications giant that believes in taking responsibility for managing the environmental effect of operating a global business. More than 3 million customers participated in Verizon's online Paperless Billing Service in 2005, which reduced administrative costs by \$3.7 million and saved \$5.4 million in paper processing and printing costs. Verizon switched from a paper-based to an electronic payroll system, saving the company nearly \$100,000 in printing expenses. Whether it's through conserving energy, applying recycling technologies, or finding innovative technological solutions to environmental challenges, Verizon is committed to being a respectful, responsible, and positive influence on the environment.

Gold Achievement Award

WasteWise recognizes partners with the greatest achievements in the following focus areas.

BENEFICIAL USE: GREAT RIVER ENERGY

Great River Energy understands the value of coal combustion byproducts, such as fly ash and bottom ash. Not only does Great River Energy use or sell much of its ash material rather than disposing of it, but it also works to expand the market for fly ash and create markets for bottom ash. In 2005, the company partnered with Headwaters, Inc. to create a \$27 million infrastructure, increasing the sale and use of fly ash, which is used in concrete production and for soil stabilization. In 2005, Great River Energy sold more than 400,000 tons of fly ash for these purposes.

CLIMATE CHANGE: ALLERGAN, INC.

Allergan, Inc. understands the importance of the connection between waste reduction and greenhouse gas (GHG) emissions. Since 1996, Allergan has conducted an annual GHG emissions inventory as part of its resource conservation plan to determine the company's largest GHG emitters. In 2005, Allergan factored its waste reduction practices into the inventory with the help of the WasteWise program's Climate Profile. Through activities such as recycling and reducing packaging, Allergan lowered its GHG emissions by more than 1,400 metric tons of carbon equivalent, which is equivalent to the annual power consumption of more than 650 households.

COMMUNITY INVOLVEMENT: MAHONING COUNTY COMMISSIONERS' REUSE AND RECYCLING DIVISION

The Mahoning County Commissioners' Reuse and Recycling Division's Green Team understands that a successful waste reduction program involves the entire community. Through public education and by working directly with government, business, industry, and residents, the Green Team promotes four concepts—reduce, reuse, recycle, and don't litter. In 2005, the Green Team piloted its Business Recycling Program in which 160 businesses have committed to implementing recycling programs. The Green Team gave more than 750 waste reduction presentations to Mahoning County schools and civic groups. The team then helped the community put what it learned into action by conducting backyard composting workshops, resulting in more than 40 tons of organic material composted. The expansion in residential and business recycling efforts resulted in the diversion of an additional 4,000 tons of material from the municipal waste stream, and another 30,000 tons from the industrial sector.

EMPLOYEE EDUCATION: GENZYME CORPORATION—CAMBRIDGE CAMPUS

Genzyme Corporation—Cambridge Campus in Massachusetts, joined the WasteWise program in 2005 and knew immediately it needed full employee participation in order to reach its goals. The Cambridge Campus implemented an extensive educational program requiring environmental awareness training for all employees, including a PowerPoint slideshow and a 10-question quiz. The Cambridge Campus also uses its intranet to educate employees about waste reduction, recycling, and environmentally preferable purchasing. In addition, employees who take the Genzyme Recycling Pledge commit to waste reduction activities, such as using less paper and purchasing recycled-content products. These employees receive a Genzyme Recycles mug in recognition for their efforts. Thanks to its employee education efforts, the Cambridge Campus recycled more than 100 tons of material in 2005.

GREEN BUILDINGS: HERMAN MILLER, INC.

A founding member of the U.S. Green Building Council (USGBC) in 1993, Herman Miller continues to lead the way with green building certifications. To date, the company has a total of nine LEED-certified buildings with a commitment to renovate all of its facilities—both leased and owned—to meet at least “Silver” certification. In 2005, two Herman Miller corporate buildings received “Gold” LEED certification. Through its use of natural light and 100 percent green power, Herman Miller’s Washington, D.C. National Design Building received “Gold” certification in the Commercial Interiors (CI) category and served as a pilot for the new LEED-CI category. The building earned credits through its use of recycled and renewable materials, including Herman Miller products. In addition to its own green building efforts, Herman Miller provides incentives for its customers to apply for LEED by designing and manufacturing office products and furniture, such as Aeron Chairs and Quadrant Storage Systems, which qualify for credits toward LEED certification.

GREEN PURCHASING: XANTERRA SOUTH RIM, LLC

Xanterra South Rim, LLC has gone beyond the basics with its waste reduction program by purchasing numerous items with recycled content, as well as increasing the recycled content of many products. In 2005, Xanterra switched to chlorine-free, 100 percent postconsumer recycled-content copy paper. It also sells blankets, T-shirts, and sweatshirts that contain between 60 to 100 percent recycled-content materials. Xanterra recycles many of the items it uses, which helps create markets for these materials. In addition, Xanterra also closes the loop by buying back the equivalent of more than 10 percent of the paper and 25 percent of the plastic it recycles. In 2005, Xanterra avoided \$55,000 in disposal costs through its recycling and waste prevention program.

NEW PARTNER: SUBARU OF INDIANA AUTOMOTIVE, INC.

Although new to the WasteWise program, Subaru of Indiana Automotive, Inc. already has shown dedication to its waste reduction goals. In 2005, Subaru of Indiana reached its goal of becoming the first North American auto-assembly plant to reach zero-landfill status. Plus, the company’s waste prevention program is thriving with the refurbishment and repair of more than 2,500 tons of steel and more than 10 tons of plastic products.

ORGANIC MATERIAL REDUCTION: PACIFIC GAS AND ELECTRIC COMPANY

A charter member of WasteWise, Pacific Gas and Electric Company (PG&E) began a food waste composting program for employees at its corporate headquarters general office complex in 2005. In addition, PG&E closes

the loop with the plant trimmings from its general office complex landscaping—composting the material and then putting that same compost back into other onsite landscaping activities. At PG&E's Pacific Energy Center, located a few blocks away, food waste is collected and used as fertilizer for local farms and gardens. In addition to composting, PG&E uses biodegradable products including cups, plates, coffee stirrers, and toothpicks to serve refreshments for events and meetings at the center.

PACKAGING REDUCTION: KRUEGER INTERNATIONAL, INC.

Krueger International, Inc. (KI) is a corporate citizen that is taking responsibility for its environmental footprint. In 2005, KI eliminated 215 tons of unnecessary packaging materials by reducing the amount of product packaging it purchased and manufactured. The company decreased customer packaging by more than 90 tons through its inventive redesign measures. KI limited the number of boxes for small parts, eliminated the corrugated base fittings for a number of products, and utilized reusable blanket wrap for large orders. In addition to its efforts to minimize packaging, KI strives to use as much recycled content in its materials as possible. In 2005, KI's waste prevention program saved the company more than \$700,000 in purchasing costs.

PAPER REDUCTION: THE WALT DISNEY COMPANY

The Walt Disney Company has excelled with its paper reduction program, saving the company \$1.9 million in 2005 alone. Much of these savings can be attributed to Disney's commitment to switching from paper to electronic media. The company's Electronic Pay Stub Initiative gives employees the option to receive pay stub advisory notices online. In 2005, Disney also implemented the Hummingbird Imaging System, a secure electronic receiving and storage program for credit files and collection reports, saving enough paper to equal more than 750 trees. Disney has extended its paper reduction ethic to shareholders by limiting the amount of printed copies of the annual *Enviroport* and encouraging them to read electronic copies of the publication.

PRODUCT STEWARDSHIP: STEELCASE INC.

Steelcase Inc.'s product stewardship commitments are greatly contributing to the company's goal of reducing its global footprint by 25 percent by 2012. Steelcase manufactures and sells environmentally friendly products containing fabrics made from 100 percent recycled beverage bottles and particleboard made with 100 percent recycled wood fiber. In 2005, Steelcase shared its product stewardship experience with other businesses by hosting the two-day Green by Design 2 symposium. Steelcase was also the first furniture company to be awarded the McDonough Braungart Design Chemistry's new Cradle to Cradle™ Product Certification for its Think chair—recognized for its use of ecologically intelligent materials and cradle-to-cradle product design, which takes the entire life cycle of the product into consideration. Through its waste prevention activities, Steelcase saved more than \$3 million during the year.

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